DEFENSE ACQUISITION UNIVERSITY
Learn. Perform. Succeed.

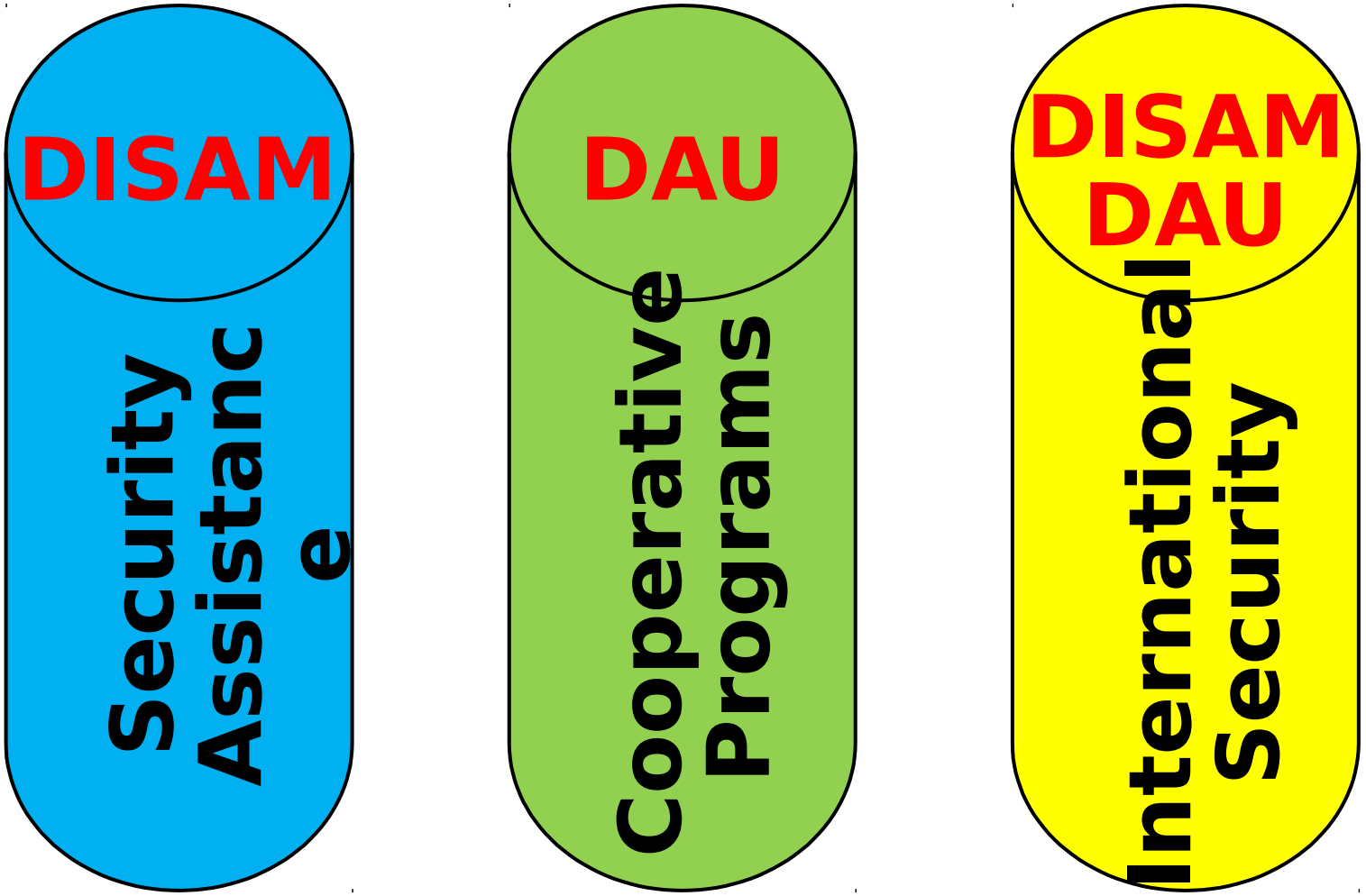
The Expanded International Acquisition Career Path (IACP)

June 18, 2015

Main Topics

- The Environment
- Changing the Culture
- Training the Workforce
- Take Aways

Traditional Perspectives



How have we trained the workforce?

The Environment

Environment demands we change the way we train international acquisition professionals

Changing the Culture

In the past when did we first consider Foreign Military Sales, an International Cooperative Program, or Technology Security and Disclosure?

- In production phase, after receipt of a Letter of Request (LOR)
- In early development only when directed by OSD
- For many in the Acquisition Workforce, never – if they could get away with it

Acquisition Strategy

"[Program Management [PM] is responsible for integrating [IA&E] considerations into the program's Acquisition Strategy at each major milestone or decision point. [PM] will consider the potential demand and likelihood of cooperative development or production, Direct Commercial Sales, or Foreign Military Sales early in the acquisition planning process; and consider U.S. export control laws, regulations, and DoD policy for international transfers when formulating and implementing the acquisition strategy … Where appropriate, [PMs] will pursue cooperative opportunities and international i

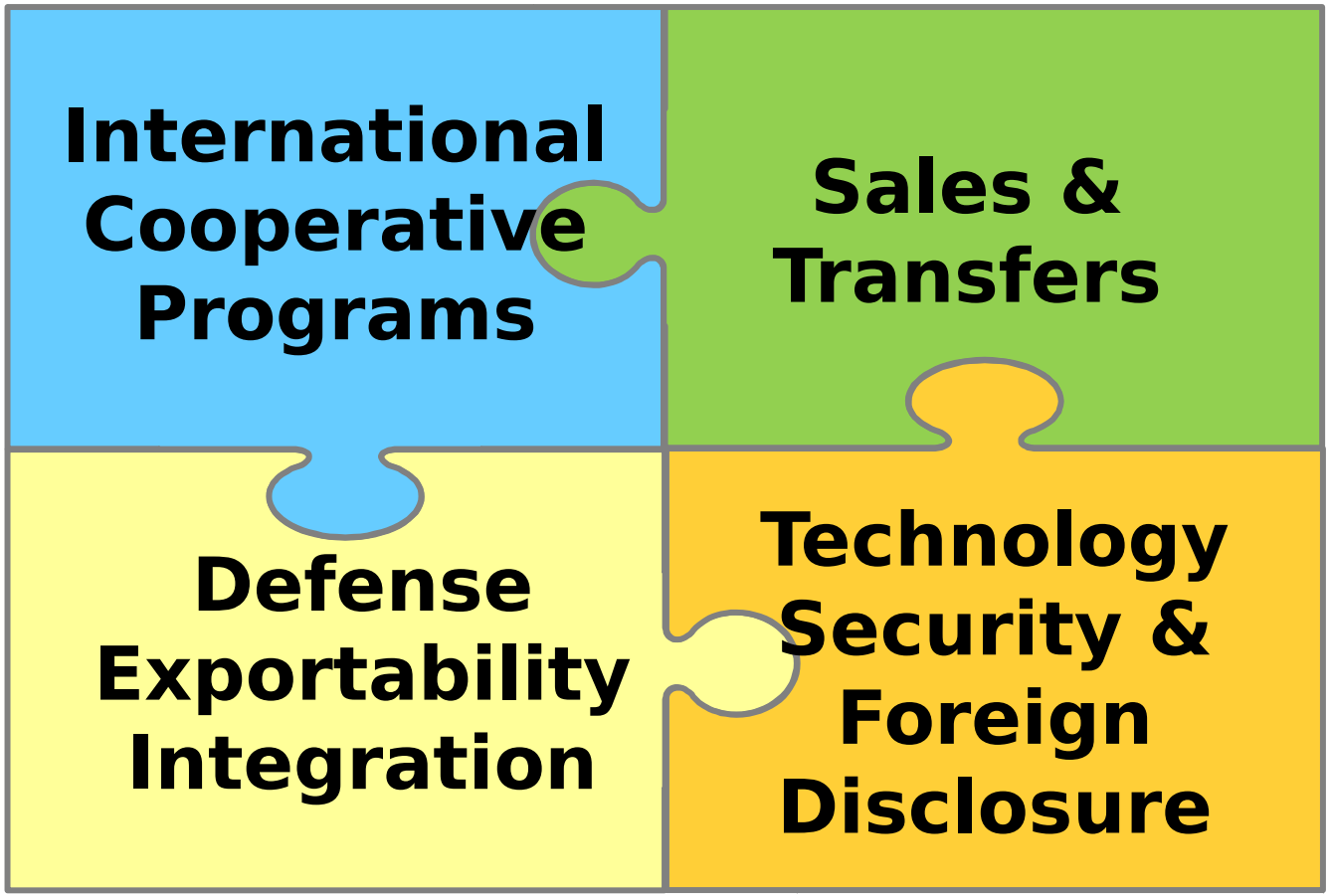
DoDI 5000.02 (Enclosure 2, paragraph 7.a.)

New

c **d**

International Acquisition & Exportability (IA&E)

New term used in DoDI 5000.02

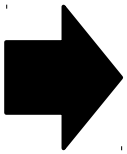


Provides foundation for current DAU training

Changing the International Acquisition Culture

Conventional

- Separate ICP, FMS, DCS business planning
- Sequential, stove-piped transaction mechanisms
- Reactive TSFD and export control policy



IA&E

- Integrated international business planning
- Multiple, parallel transaction mechanisms
- Early TSFD and export control policy engagement
- Design for

Be a first follower!

Designing for Exportability

Past	• Launch customer or partner nation paid for technology security modifications to DoD configuration • Expensive and time consuming inhibiting
Present	• Defense Exportability Features (DEF) pilot program authorized by Congress in FY11 • Incorporate technology protection features in systems with high export potential during R&D • Provides DoD funds to evaluate exportability and facilitate planning; industry shares cost • AT&L (IC) has selected 15 programs to
Why	• Better protect Critical Program Information (CPI) and mission critical functions • Reduce program protection costs • Help make our equipment available earlier to allies and friends

Better Buying Power (BBP) (International Elements)

BBP 2.0

Control Costs Throughout the Product Lifecycle

- **Increase the incorporation of defense exportability features in initial designs**

Continued in BBP 3.0

BBP 3.0

Promote Effective Competition

- **Improve DoD outreach for technology and products from global markets**

Training the Work Force

Major Events

- 1990 DAWIA required positions - joint development with government agencies and countries
- Separate career field not established

- 2007 USD(AT&L) established International Acquisition Career Path (IACP) attached to PM Career Field
- International positions coded to require training

- 2014 USD(AT&L) expands IACP to allows coding of positions in any functional area
- DACMs currently identifying and coding positions

- 2015 BBP 3.0: Improve knowledge base of acquisition professionals on foreign solutions & int'l process
- Target positions are PMs and SCO personnel

DAU Training Courses

100 Level

Two new 100-level distance learning courses

- **ACQ 120, Fundamentals of International Acquisition**

200 Level

One new resident course fielded in FY15

- **ACQ 230, International Acquisition Integration**

300 Level

- **PMT 304, Advanced International Management Workshop (Becomes ACQ 340 in FY16)**
- **PMT 313, Advanced Technology Security/Control Workshop (Becomes ACQ 350 in FY16)**
- **ACQ 380, International**

New Int'l Acq Courses

ACQ 120 FIAC

- Key players & major legislation
- JCIDS/DAS int'l considerations
- Cooperative programs & agreements
- FMS process
- Contracting
- Logistics
- Systems engineering (includes DEF)
- Technology security basics
- JCIDS & DAS
- Int'l considerations by

ACQ 130 FTS/T

- Basic principles & authorities
- Classified info & technology
- CUI & FGI
- Foreign disclosure, export, and visit authorizations
- Acquisition process & documents
- Cross cultural communications
- Ethical considerations
- Practical exercises for DAS phases
- Guest speakers (Industry,

ACQ 230 IAPC

- IA&E fundamentals (review)
- Organizational relationships

- Industrial security
- CFIUS & FOCI

IACP Training Requirements Catalog Depiction

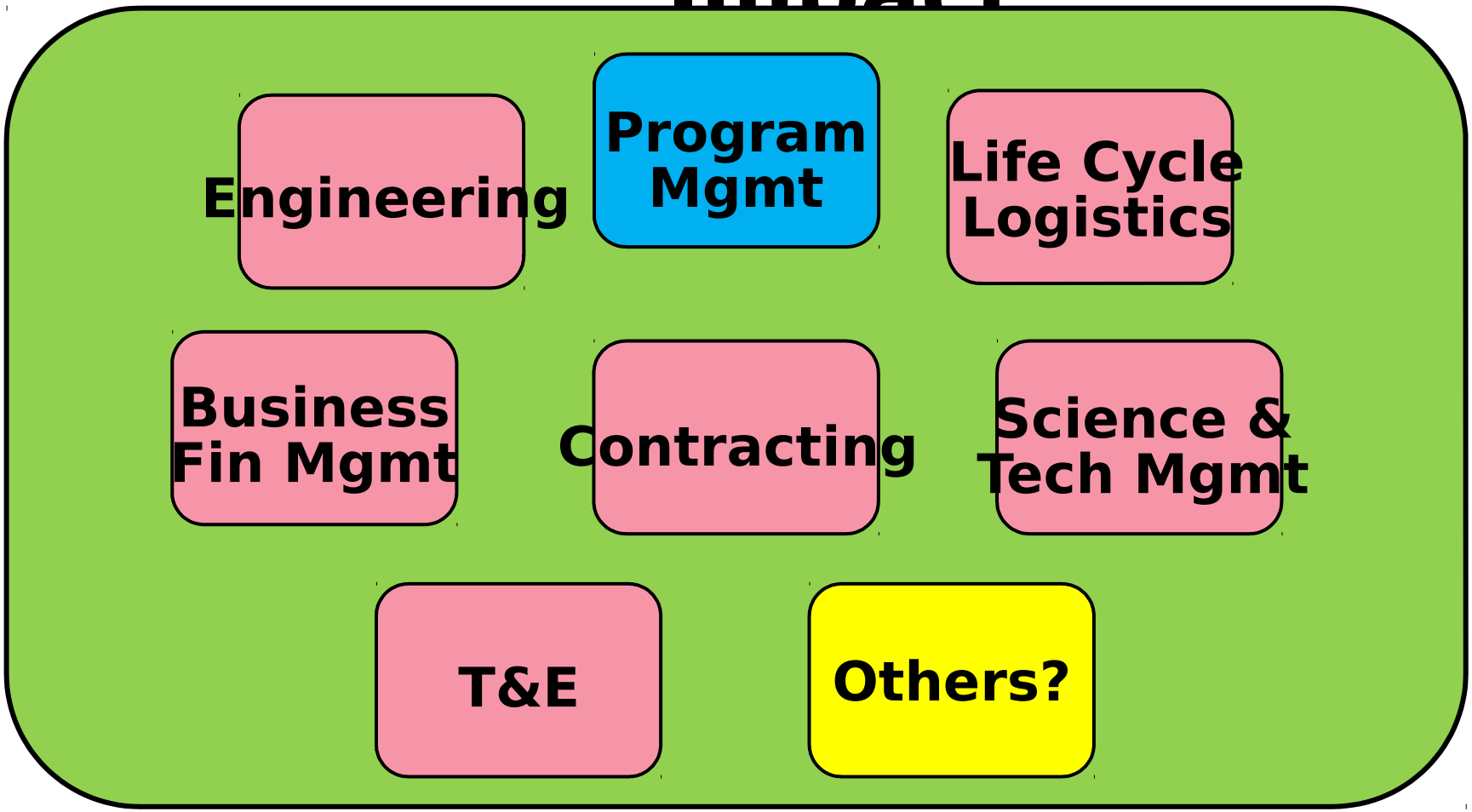
Past

Requirements included in PM "Career Field Certification and Core Plus Development Guide"

Current

Requirements provided in "International Acquisition Training Standards & Core Plus Development Guide"

Potential Career Field Impact



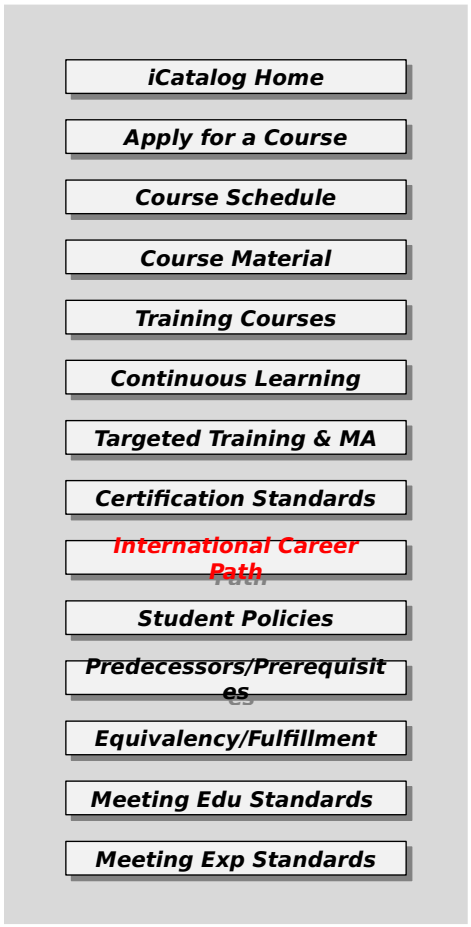
DCPDS/MILDEP Coding Efforts ✉ "New Reality"

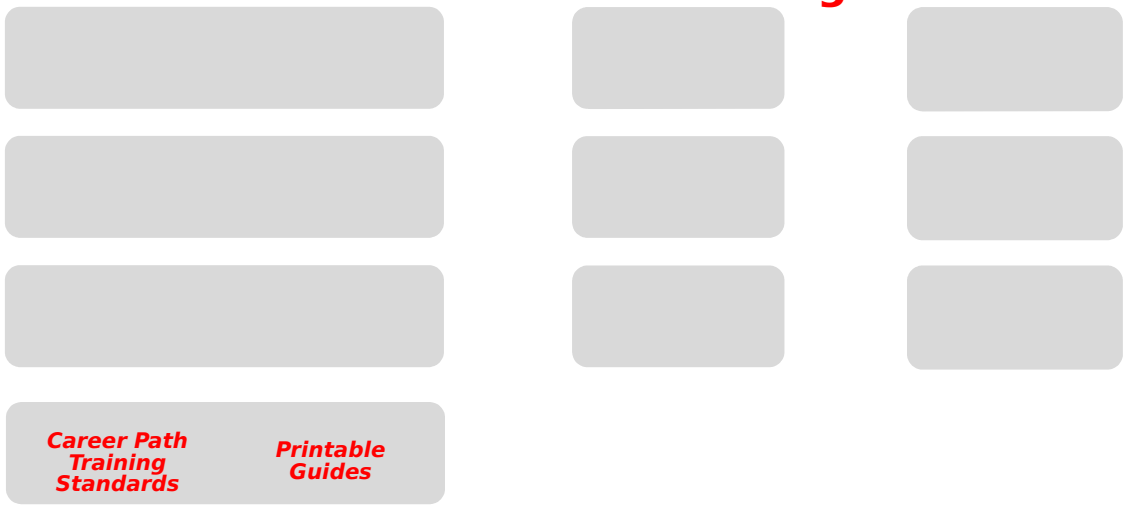
International Acquisition

Training Standards & Core Plus Development Guide

DAU Home Page www.dau.mil → **iCatalog**

- **Certification & Core Plus Development Guides**
- **Career Path Training Standards**

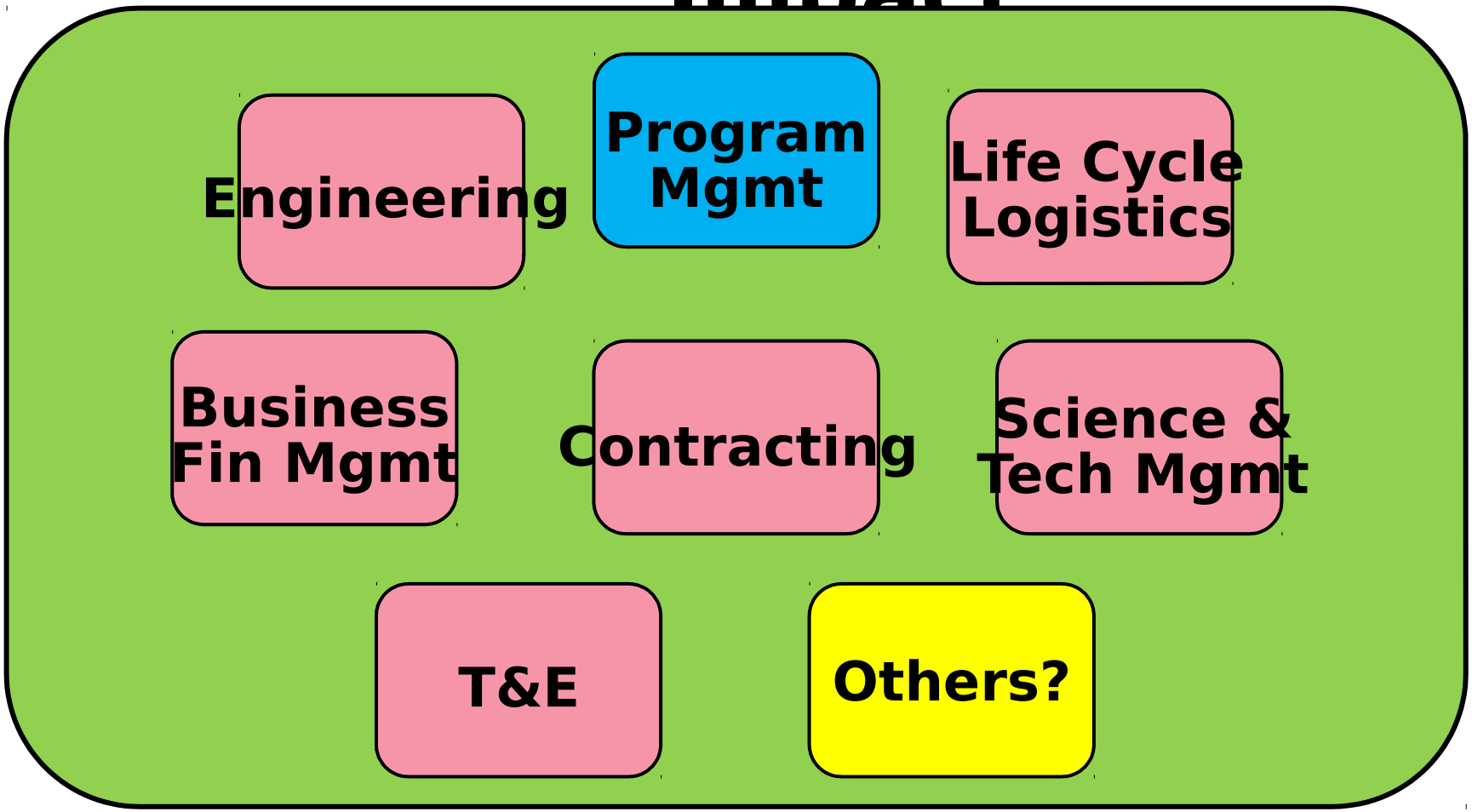




International Career Path

Click the "box" above for direct access to the Int'l Acquisition Career Path iCatalog page *(or go to http://icatalog.dau.mil/ and click "Career Path Training Standards" in the pull-down menu at the top or the "International Career Path" box on the left hand side of*

Potential Career Field Impact



DCPDS/MILDEP Coding Efforts ✉ "New Reality"

International Positions

- **Duties that involve implementing or providing support to international programs or projects:**
  - **Associated with an Acquisition Strategy with an international system or cooperative opportunity identified.**
  - **Associated with an existing AT&L cooperative international agreement, or upon submission or approval of a Summary Statement of Intent for a potential AT&L international agreement.**
  - **Associated with an approved FMS Letter of Offer and Acceptance for purposes of International**

September 2014 Revised Position Category

IACP Training Requirements Catalog Depiction

Past

Requirements included in PM "Career Field Certification and Core Plus Development Guide"

Current

Requirements provided in "International Acquisition Training Standards & Core Plus Development Guide"

IACP iCatalog

TRAINING STANDARDS & CORE PLUS DEVELOPMENT GUIDE
INTERNATIONAL ACQUISITION

Type of Duty	Representative Activities
International Cooperative Programs (ICP)	Managing or supporting planning or executing cooperative programs with international partners conducted under the terms of an international agreement to include projects or programs ranging from cooperative science and technology to major system development and production.
Defense Sales and Transfers	Managing or supporting planning or executing of foreign military sales, building partner capacity, and/or hybrid direct commercial sales programs.
Acquisition Strategy Development	Analyzing cooperative opportunities, conducting analyses of alternatives, and integrating international acquisition and exportability considerations into a program's acquisition strategy.
Technology Security and Foreign Disclosure (TSFD)	Supporting development or implementation of exportability-related technology security, foreign disclosure, or export control policies and positions.

Core Training Standards (required for this career path)	
Acquisition Training	● ACQ 101 Fundamentals of Systems Acquisition Management ● ACQ 202 Intermediate Systems Acquisition, Part A
Functional Training	● ACQ 120 Fundamentals of International Acquisition (FIAC) ● ACQ 130 Fundamentals of Technology Security/Transfer (FTS/T) ● ACQ 230 International Acquisition Integration **(R)**
Education	As required by the Career Field
Experience	As required by the Career Field

Unique Position Training Standards	
ALL ICP Duty Types (See note 7 below)	● PMT 304 Advanced International Management Workshop **(R)**
ALL TSFD duty types (see note 7 below)	● PMT 313 Advanced Technology Security/Control Workshop **(R)**

IACP iCatalog

Core Plus Development Guide (desired training)	Type of Duties			
Training	**ICP**	**Def Sales and Trans**	**Acq Strat Dev**	**TSFD**
CLC 027 Buy American Statute	✔	✔	✔	✔
CLC 052 Contracting with Canada WC)	✔	✔	✔	✔
CLC 125 Berry Amendment	✔	✔	✔	✔
CLE 022 Program Manager Introduction to Anti-Tamper	✔	✔	✔	✔
CLE 068 Intellectual Property and Data Rights	✔	✔	✔	✔
CLI 001 International Armaments Cooperation (IAC), Part 1	✔			
CLI 002 International Armaments Cooperation (IAC), Part 2	✔			
CLI 003 International Armaments Cooperation (IAC), Part 3	✔			
CLI 004 Information Exchange Program (IEP), DoD Generic	✔			
CLI 005 RDT&E (IEP) Army-Specific	✔			
CLI 006 RDT&E (IEP) Navy-specific	✔			
CLI 007 Technology Transfer and Export Control	✔	✔	✔	✔
Education				
As required by the Career Field				
Experience				
As required by the Career Field				

Notes:

1 The Core Certification/Training Standards section lists the training and/or education and experience REQUIRED for certification at this level or training for this career path.

2 "(R)" following a course title indicates the course is delivered as resident-based instruction.

7 Workforce members assigned to the position(s) identified in the Unique Position Training Standards section should meet the training standard(s) identified within 12 months of assignment.

11 Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standard(s) within 24 months of assignment.

IACP Management Process

DACMs identify and designate INTL positions

litary and civilian personnel systems coded ar
nnotated to reflect required training and statu

esignated personnel complete required trainin

DAU transcripts will reflect training completion

How completion of required training is recognized is a DoD Component responsibility

Take Aways

Take Aways

Prediction

International Acquisition and Exportability (IA&E) emphasis within DoD will continue to increase as U.S. and foreign budgets decrease

Advice

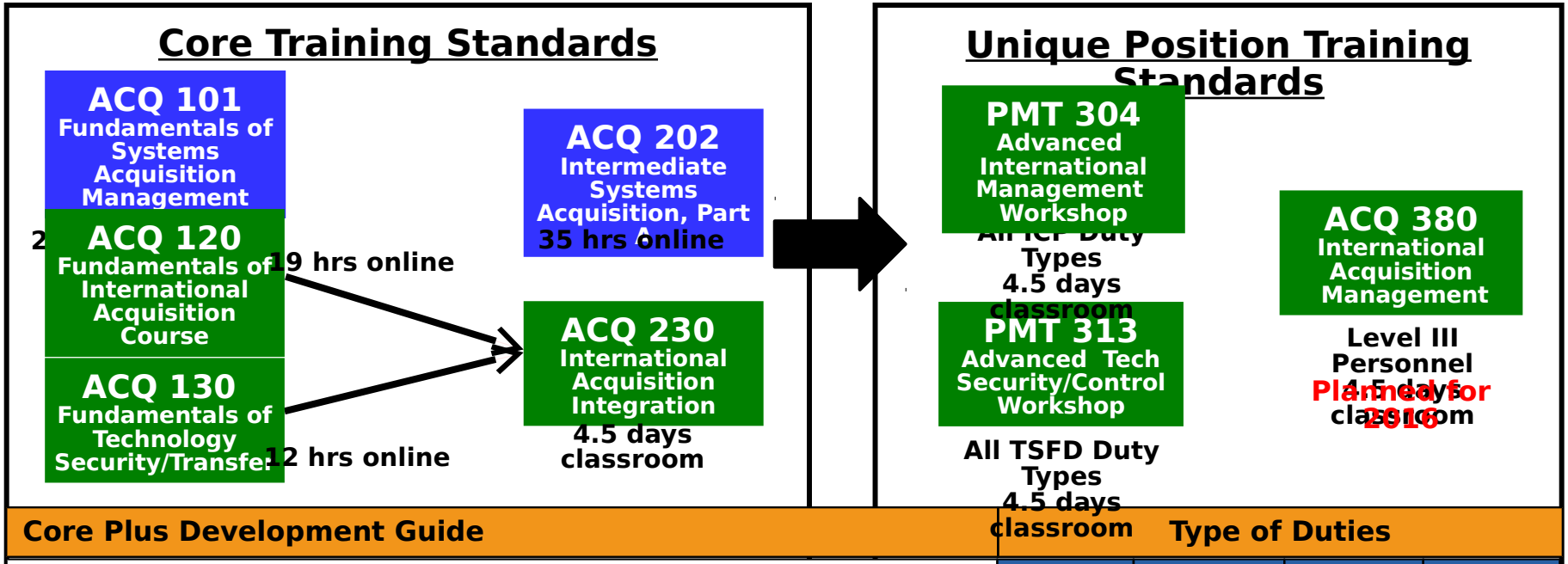
Take advantage of DAU training and when in doubt, "get professional help" from your DoD Component International Program Organization (IPO), OSD (AT&L/IC, DSCA, and/or

Observation

It's not easy, but there <u>are</u> "pots of gold at the end of the rainbow" for programs that put in the <u>hard work</u> to be successful at IA&E

Backups

Expanded IACP



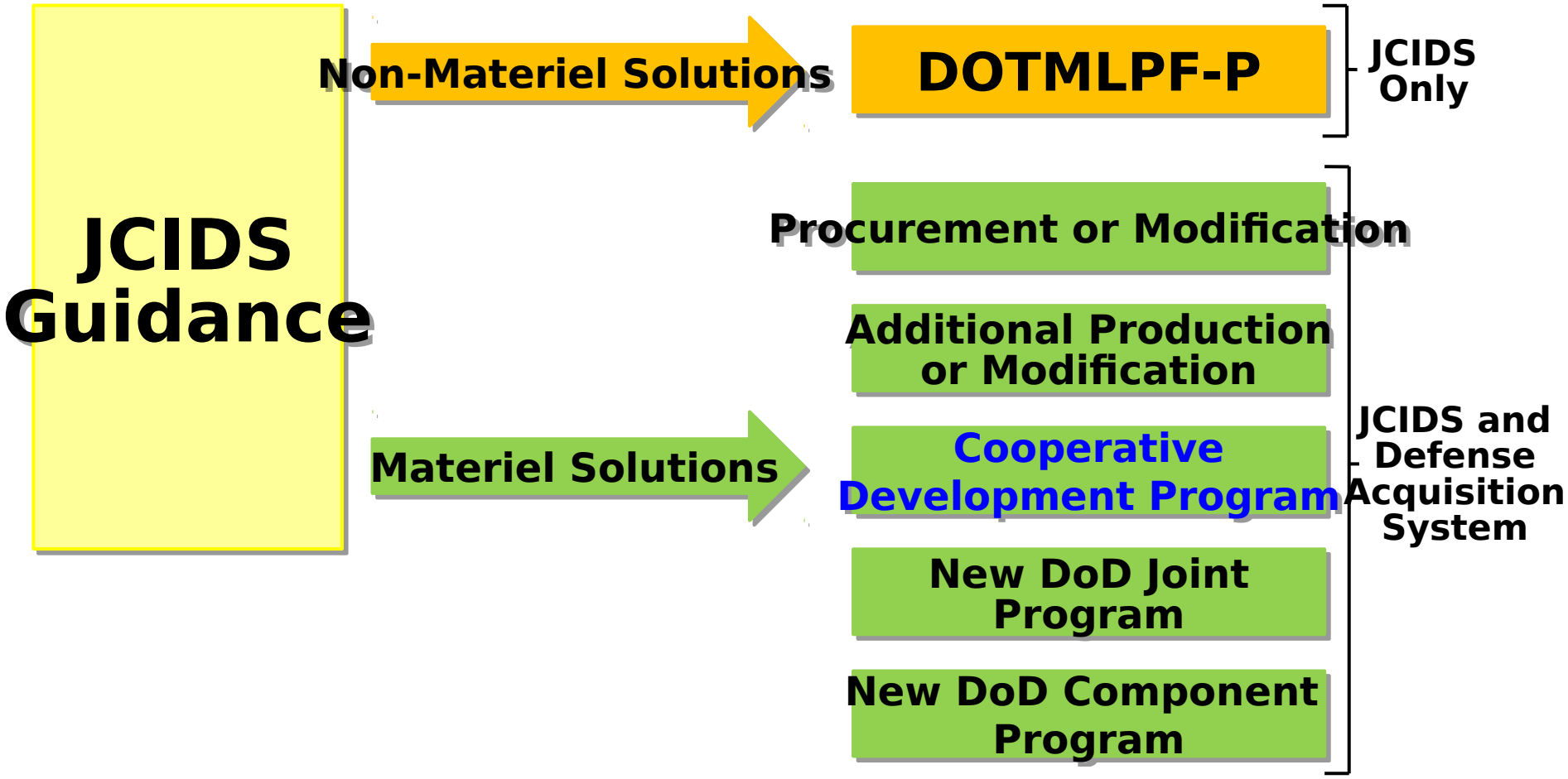
Core Plus Development Guide

Desired Training		Type of Duties			
		ICP	Def Sales	Acq Strat	TSFD
CLC 027	Buy American Act	☑	☑	☑	☑
CLC 052	Contracting with Canada	☑	☑	☑	☑
CLC 125	Berry Amendment	☑	☑	☑	☑
CLE 022	Program Manager Introduction to Anti-Tamper	☑	☑	☑	☑
CLE 068	Intellectual Property and Data Rights	☑	☑	☑	☑
CLI 001/002/003	International Armaments Cooperation (IAC), Part 1/2/3	☑			
CLI 004	Information Exchange Program (IEP), DoD Generic	☑			
CLI 005/006	RDT&E (IEP) Army-Specific/RDT&E (IEP) Navy-Specific	☑			
CLI 007	Technology Transfer and Export Control	☑	☑	☑	☑

International CL Modules (CLMs)

	Name	Last Update
CLI 001	International Armaments Cooperation (IAC), Part 1	January 2014
CLI 002	International Armaments Cooperation (IAC), Part 2	July 2013
CLI 003	International Armaments Cooperation (IAC), Part 3	July 2013
CLI 004	Information Exchange Program (IEP), DoD Generic	July 2013
CLI 005	RDT&E (IEP) Army-Specific	March 2015
CLI 006	RDT&E (IEP) Navy-Specific	November 2011
CLI 007	Technology Transfer and Export Control	March 2015

Preferred Order for Solutions



JCIDS Provisions

"For capability requirements documents advocating creation of international acquisition programs with allies/partner nations, Sponsors will consider to the greatest extent possible, foreign disclosure review and document structuring to facilitate releasability, in whole or in part, to the nations concerned."

"Other system attributes may include …… physical and operational security

JCIDS Manual (New in 2015 version)

Allied Interoperability

- Equipment procured for U.S. forces employed in NATO, other allied, and coalition operations must be standardized or at least interoperable with equipment of allies and coalition partners
- DoD complies with U.S.-ratified International Standardization Agreements to maximum extent feasible, subject to systems engineering tradeoffs
- Program Managers to pursue opportunities throughout the international cooperation and improve interoperability

DoDI 2010.06, "Material Interoperability and Standardization with Allies and Coalition Partners"

Cooperative Opportunities

- 10 USC 2350(a) requires Cooperative Opportunities Document before 1st milestone or decision point
- Statutory Cooperative Opportunities requirement is addresses in DoDI 5000.02
  - Due at first program milestone review
  - Documented in Acquisition Strategy or equivalent document
  - Required for MDAP, MAIS, ACAT II & III

DoDI 5000.02, Table 2 (Milestone and Phase Information Requirements), Page 47

Program Protection

"Program protection also supports international partnership building and cooperative opportunities objectives by enabling the export of capabilities without compromising underlying U.S. technology advantages."

Program managers will describe in their PPP the program's critical program information and mission-critical functions and components … [including] planning for exportability and potential foreign involvement.

DoDI 5000.02 (Enclosure 3, paragraph 13)

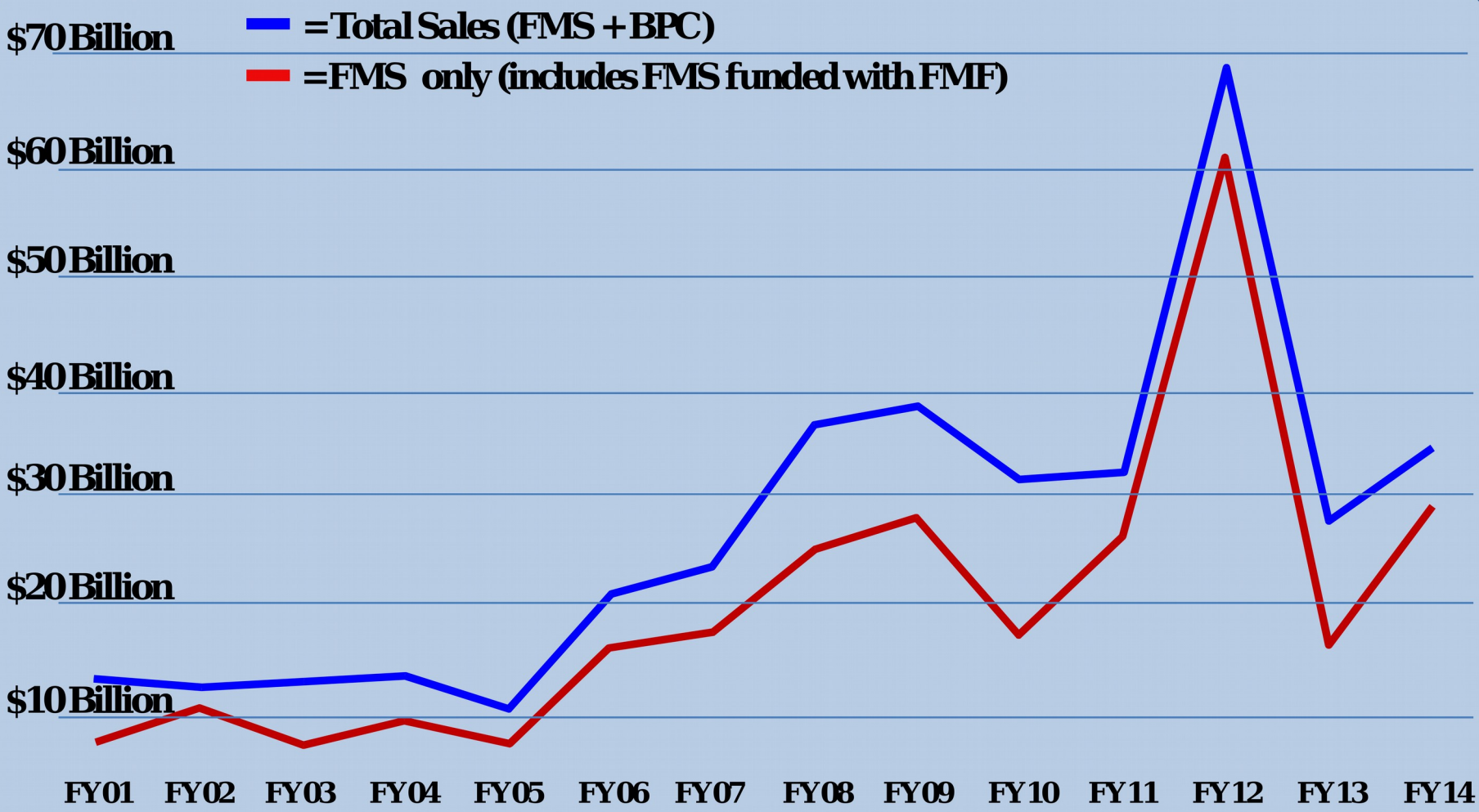
New

Acquisition Strategy

"The [acquisition] strategy must reflect the Program Manager's understanding of the business environment; [*cost, schedule, technical, etc.*] … opportunities in the domestic and international markets; foreign disclosure, exportability, technology transfer, and security requirements; and the plan to support successful delivery of the capability at an affordable life-cycle price, on a realistic schedule."

DoDI 5000.02 (Enclosure 2, paragraph 6.a. (1)) New

Adapting to a Changing Environment



The Scale of FMS

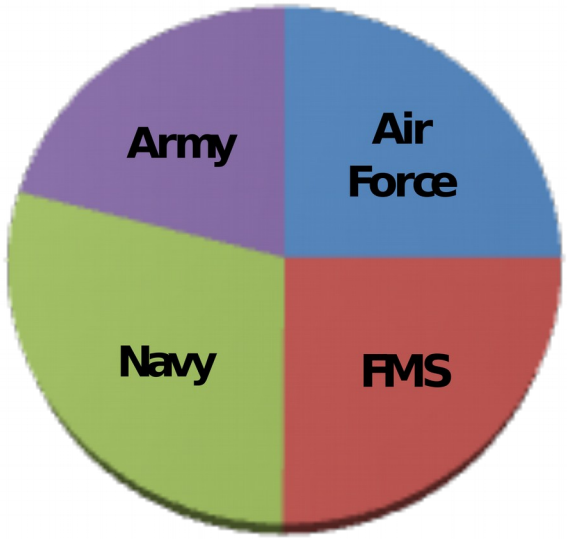
FMS and Service Procurement: 5 Year Average, FY10-14

#1. $45.1 Billion Navy
(incl. USMC)

#2. $39.0 Billion FMS

#3 $38.8 Billion Air Force

#4 $32.4 Billion Army

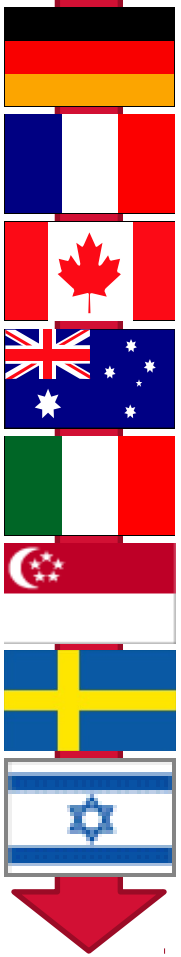


Benefits to the U.S.

- Builds U.S.-partner relationships
- Interoperability
- Maintain production lines
- Dollars into the U.S. economy
- Jobs

FMS & BPC
Key Players & Processes

International Interaction



OSD/Joint Staff Level

DoD Component Level

CoCOM Country Team Level

Defense Security Cooperation Agency (DSCA)

- DoD-wide SC Policy
- FMS Admin $
- SC & FMS transaction approvals

MILDEP HQ Focal Point

SAF/IA | DASA(DE&C) | NIPO

- Component SC Policy
- FMS Admin $ allocation
- SC & FMS transaction development

Implementing Agencies (IAs)

SAF/IAR, AFSAC, AFSAT

DASA(DE&C), USASAC, AMSAC, SATFA, COE,

NIPO

DSCA, DCMA, DISA, DLA, DTRA, MDA, NGA, NSA

- Receive/respond to LORs
- Oversee LOA execution by PEOs, PMs, log centers, training orgs, etc

International Cooperative Programs (ICPs)

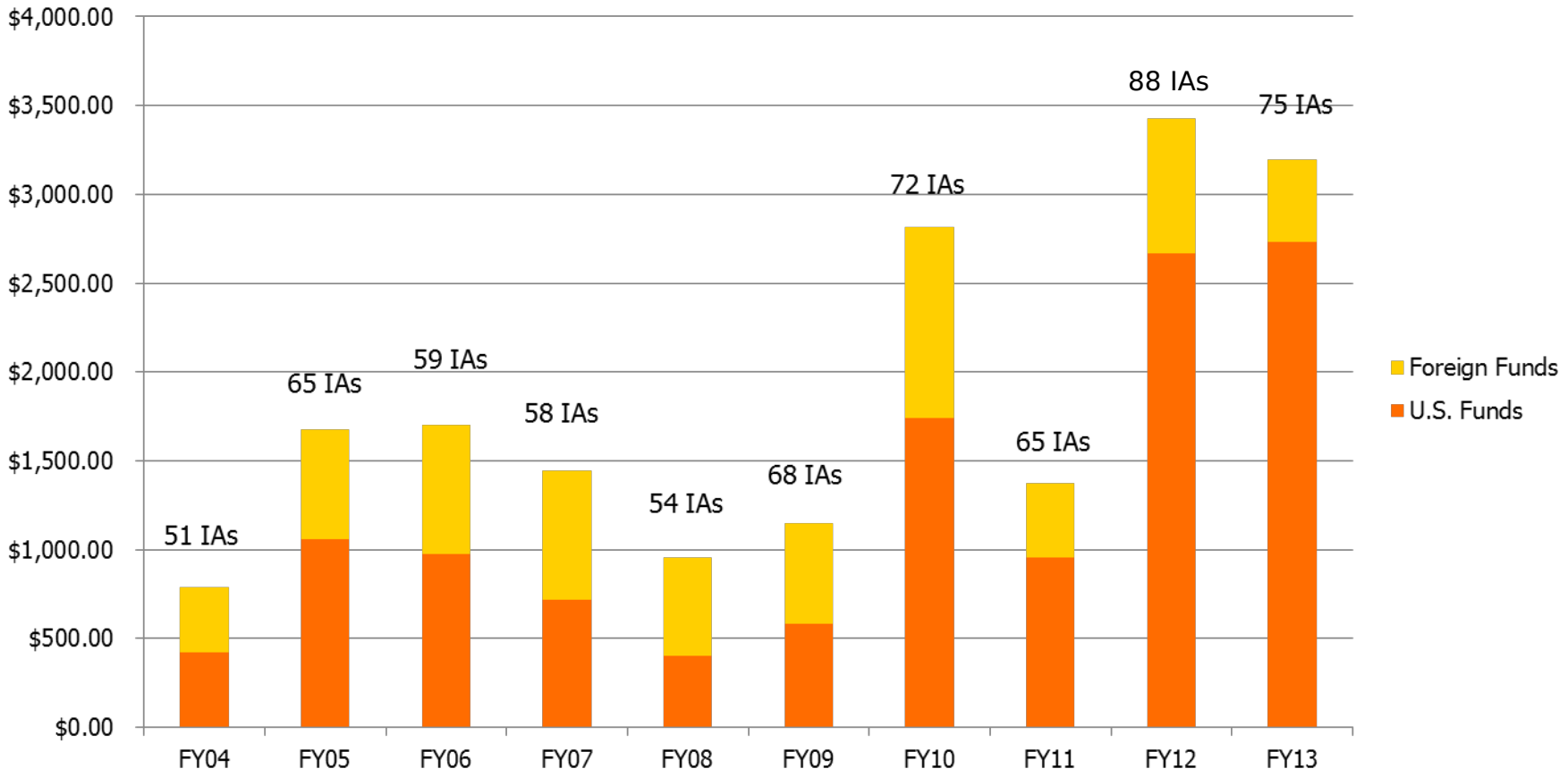
Scope

- DoD concludes about 20-30 international agreements/year for ICPs
- Most agreements are for S&T or early R&D projects
- Some agreements for cooperation on a “piece” of a program
- Limited number of fully cooperative major system development/producti

Major System Examples

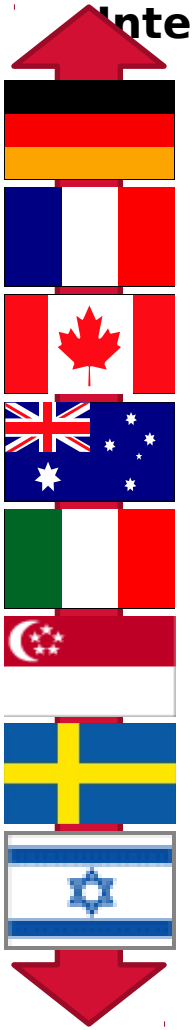
- F-35 Joint Strike Fighter (JSF)
- NATO Alliance Ground Surveillance (AGS)
- Rolling Airframe Missile (RAM)
- Evolved SeaSparrow Missile (ESSM)
- Multifunctional Information Distribution System (MIDS)

Agreement R&D Contributions



IAC & ICP
Key Players & Processes

International Interaction



Defense Coop Committees, MOU Reviews

Senior Nat'l Reps, Cooperation Reviews

S&T WGs, Conferences, Visits/Mtgs

AT&L Director of International Cooperation [AT&L(IC)]

- Project ideas
- Policy
- Limited funding
- International agreement approvals

International Program Organizations (IPOs)

SAF/IA

DASA(DE&C)

NIPO

- Project ideas
- Policy
- Limited funding
- International agreement development

DoD Agencies: DTRA, DARPA, MDA

AFRL, PEOs, SPOs

RDECOM, Labs, PEOs

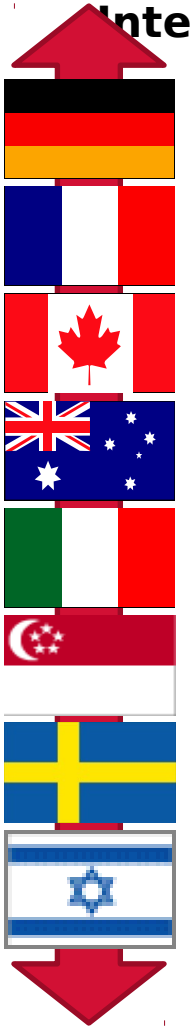
ONR, NRL, PEOs, POs

Many Others

- Project ideas
- Funding
- Management
- Execution

ICP Key Players & Processes

International Interaction



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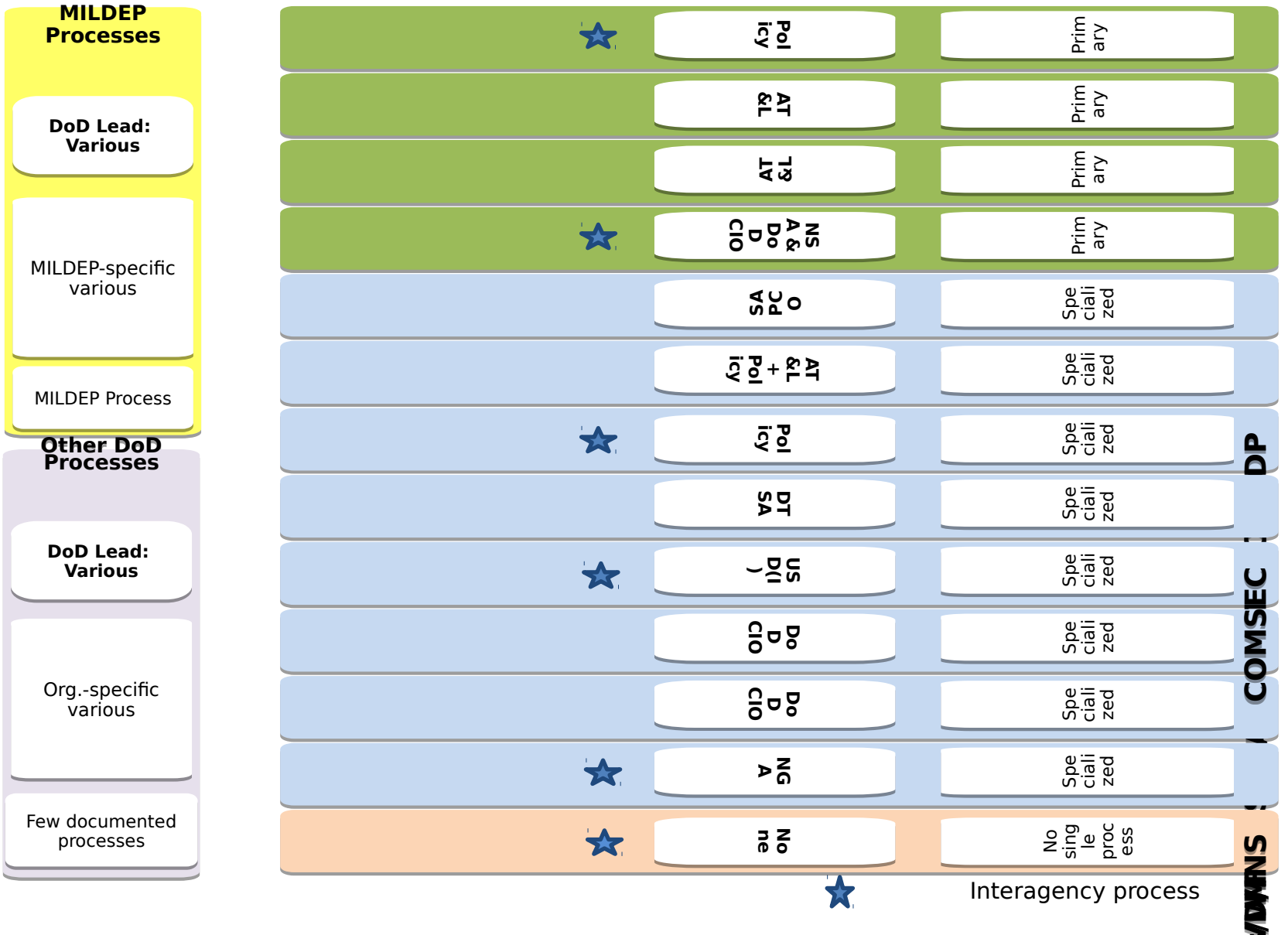
RDECOM, Labs,

ONR, NRL, PEOs, POs

Others

- Project ideas
- Funding
- Management
- Execution

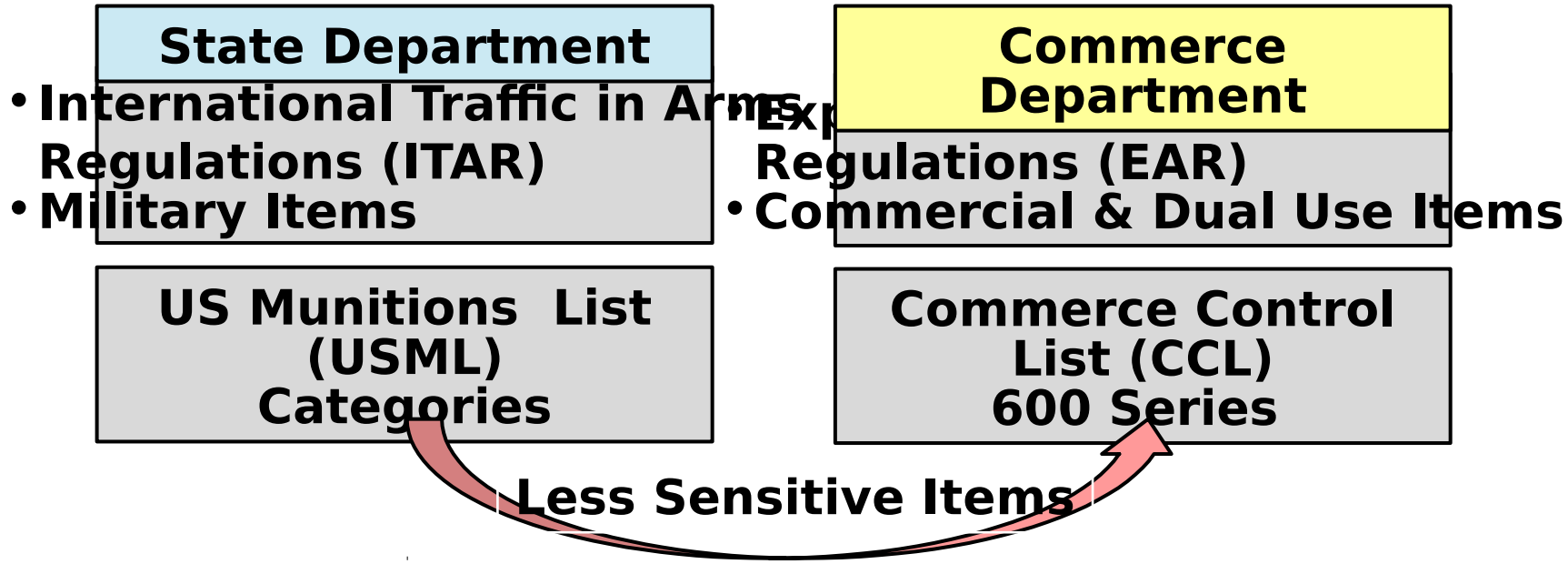
USG/DoD TSFD Processes



TSFD Initiatives

- **Arms Transfer and Technology Release (ATTR) Senior Steering Group (SSG) established**
  - **Overarching DoD authority to ensure clear senior-level direction; USD(P) & USD(AT&L) co-chairs**
  - **Serves as appeals board and mediation body**
- **TSFD Office (TSFDO) established**
  - **ATTR SSG Executive Secretariat and assesses/recommends changes to policies**
  - **Develops/implements procedures and checklists, coordinates documentation and policy, conducts outreach**

Export Control Reform (ECR)


State Department
• International Traffic in Arms Regulations (ITAR)
• Military Items
US Munitions List (USML) Categories
Commerce Department
Regulations (EAR)
• Commercial & Dual Use Items
Commerce Control List (CCL) 600 Series
Less Sensitive Items

Four Reform Major Areas:

- **Single export control enforcement coordination center** *(established)*
- **Single USG IT system for export control** *(nearing completion)*
- **Single export control list** *(US Munitions List to Commerce Control List migration)*

TSFD
Key Players & Processes

International Interaction

USG/OSD/ Joint Staff Level

DoD Component Level

CoCOM Country Team Level

USD (Policy)
USD (AT&L)
USD (Intelligence)
ASD(NII)

USG/Interagenc

Nat'l Sec Council
Intel Community
State Dept
Commerce Dept
Homeland Sec Dept

Military Departments

SAF/IA

ASA(DE&C) & G-2

NIPO

- USG-wide Policy
- DoD-wide Policy
- Top Level TSFD approvals
- Proposed Policy Changes
- Component Policy implementation guidance & decisions

DoD Agencies: DSCA, DTSA, MDA, DTRA, DISA, etc.

AFSAC. AFMC

USASAC AMC, etc.

NETSAFA SYSCOMs,

Labs, Warfare Centers, and Many Others

PEOs/PMs implementation Technical Details

Defense Exportability Features (DEF) Pilot Program

- FY11 NDAA directed SECDEF to "carry out a pilot program to develop and incorporate technology protection features in a designated system during the R&D phase of such system."
- Program Scope/Status
  - Identify MDAPs for which there is significant anticipated export demand and whose technical aspects are amenable to DEF
  - Provides funds to evaluate exportability and facilitate planning for, design, and incorporation of exportability features
  - AT&L selects candidate programs from MILDEP nominations

FY12 DEF Pilot Programs

Programs	MILDEP	Contractor	Milestone
Joint Proximity/Height of Burst Fusing (HOBF)	Army	Picatinny Arsenal	Non-MDAP
Army Integrated Air and Missile Defense (AIAMD)	Army	Northrop Grumman	Post-B
Indirect Fires Protection Capability, Increment 2 – Intercept (IFPC2-I)	Army	AoA	Pre-A
Common Infrared Counter Measures (CIRCM)	Army	BAE Systems Northrop Grumman	Pre-B
MQ-4C Triton (formerly Broad Area Maritime Surveillance, BAMS)	Navy	Northrop Grumman	Post-B
Three Dimensional Expeditionary Long Range Radar (3DELRR)	Air Force	Raytheon Lockheed Martin Northrop Grumman	Pre-B

FY13-14 DEF Pilot Programs

Programs	MILDEP	Contractor	Milestone
Next Generation Jammer (NGJ)	Navy	Source Selection	Post-A
Air & Missile Defence Radar (AMDR)	Navy	Source Selection	Post-B
P-8A Poseidon	Navy	Boeing	Post-C
E2D Advanced Hawkeye	Navy	Northrop Grumman	Post-FRP
Small Diameter Bomb II (SDB II)	Air Force	Raytheon	Post-B
MQ-9 Reaper	Air Force	General Atomics	Post-C
Joint Air-to-Surface Standoff Missile (JASSM)	Air Force	Lockheed Martin	Post-C
Joint Ground to Air Missile (FY14)	Army	Lockheed Martin (LM)	Pre-B
Armed Aerial Scout and Ground Combat Vehicle	Army	N/A	N/A

Outreach for Technology & Products in Global Markets

Much of today's technical innovation occurs outside the U.S.

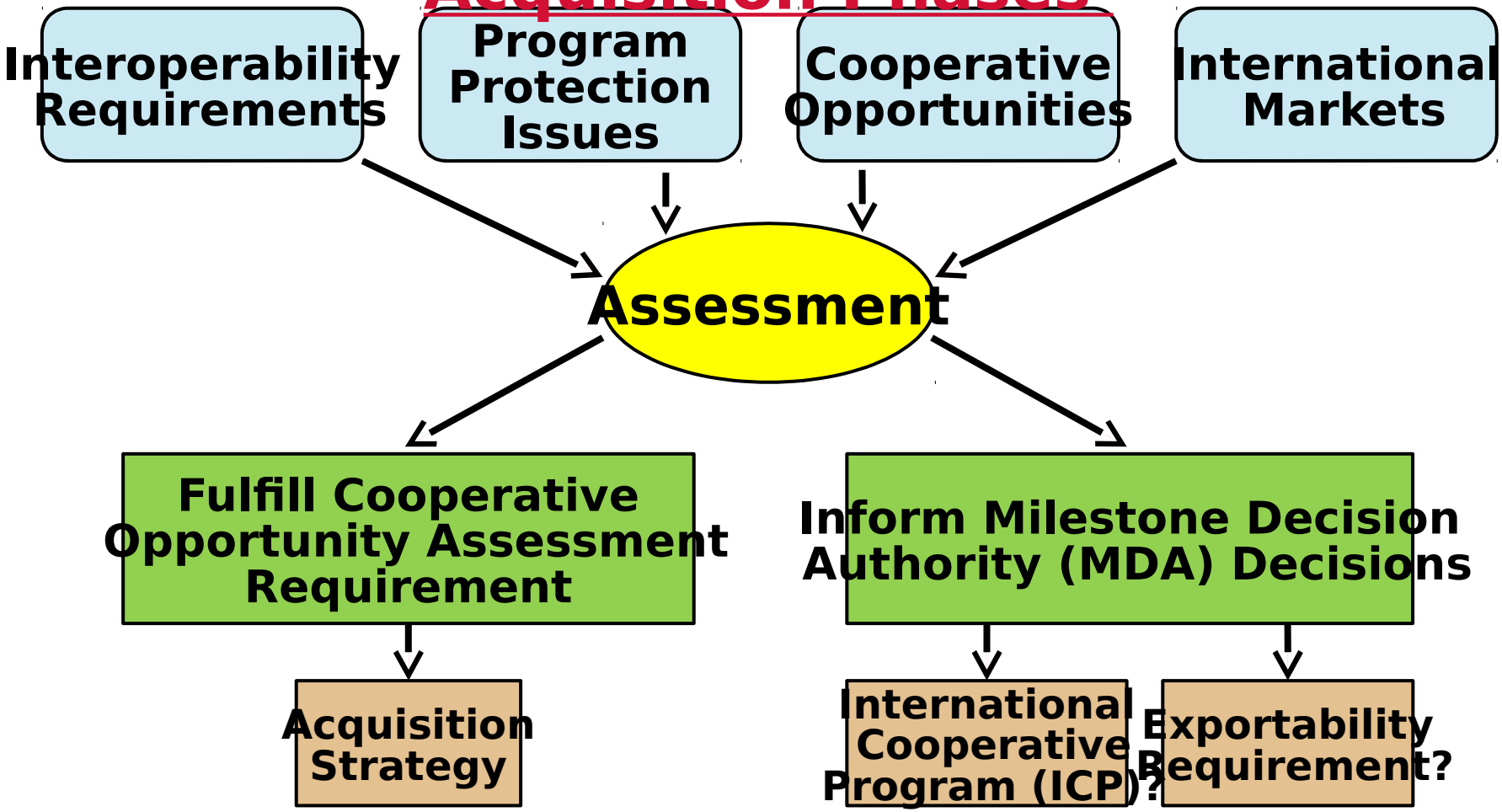
Allies and friends who share our values can assist us in pursuing innovation and technological superiority

Non-U.S. products may be adequate and more affordable freeing up resources for other priorities

Increased investments in cooperative research, co-development, and co-production may also provide better products for our warfighters at reduced cost

IA&E Assessment

Conduct an IA&E Assessment in Early Acquisition Phases



International Business Plan

Prepare an International Business Plan in Later Acquisition Phases

International Business Plan

International Market Forecasts

Defense Exportability Features (DEF) Configurations

Sales & Transfers	Common vs Different	ICPs
• FMS • DCS & Hybrid • BPC	• Product Upgrade • Logistics & Training • Information Technology	• Prospective Partners • Existing Partners

International Program Security

TSFD and Export Control

Describe a program's overall IA&E approach in EMD, production, and sustainment